

Creating a better world

How we're making a difference at Lucid

12 November 2025





Lucid Consulting Australia – Gender Equity Action Plan (GEAP) Summary

At Lucid, we believe a better world starts with a fair and inclusive workplace. Our Gender Equity Action Plan sets out clear steps to break down barriers and create more opportunities for women across our business.

What's in the plan?

- **Leadership & Culture:** Senior leaders are committed to driving change. We're forming a Gender Equity Action Group to champion initiatives and support emerging female leaders.
- **Workplace Equity:** We're reviewing pay equity, recruitment, and promotion practices to ensure fairness. We're also benchmarking our policies against national standards and aiming for Family Friendly Workplace certification.
- **Professional Development:** We're investing in mentoring, networking, and tailored training to help women grow and thrive at Lucid.
- **Engagement:** We're boosting the visibility of women in our business and reaching out to schools and universities to inspire future female engineers.
- **Monitoring & Evaluation:** Progress is tracked through regular reporting, employee feedback, and transparent data on representation and pay equity.

Our commitment We're focused on practical actions like closing the gender pay gap and increasing female participation at all levels. By working together, we're building a workplace where everyone can succeed and diversity is genuinely valued.



Lucid Consulting Australia – Reflect Reconciliation Action Plan (RAP) Summary

At Lucid, we're committed to building genuine relationships and creating positive change with Aboriginal and Torres Strait Islander peoples. Our Reflect RAP is our first step in this journey, setting out practical actions to deepen respect, understanding, and opportunities across our business.

What's in the plan?

- **Relationships:** We're strengthening connections with Aboriginal and Torres Strait Islander communities, celebrating National Reconciliation Week, and promoting positive race relations through anti-discrimination strategies.
- **Respect:** We're increasing awareness of Aboriginal and Torres Strait Islander cultures and histories, observing cultural protocols, and celebrating NAIDOC Week across all our offices.
- **Opportunities:** We're working to improve employment outcomes and supplier diversity, supporting Aboriginal and Torres Strait Islander businesses, and investing in professional development.
- **Governance:** Our RAP Working Group drives the plan, with input from regional representatives and senior leaders. We're committed to transparent reporting and continuous improvement.

Our commitment We know reconciliation is a journey, not a destination. Lucid is proud to play our part: listening, learning, and acting to create a more inclusive and respectful future for all Australians.



Lucid Consulting Australia – Governance Approach

At Lucid, good governance is about doing the right thing—by our people, our clients, and our community. Our approach is practical, transparent, and built on respect, safety, and continuous improvement.

Key Principles:

- **Integrity & Ethics:** Our Code of Conduct sets clear expectations for ethical behaviour, transparency, and respect. We expect everyone at Lucid to act with integrity, avoid conflicts of interest, and comply with all laws and regulations.
- **Safety & Wellbeing:** We maintain a safe, healthy, and productive workplace. Our Work Health and Safety, and Drug and Alcohol policies ensures a work environment free from impairment, and our Agile Working Policy supports flexible arrangements while prioritising wellbeing and safety.
- **Diversity & Inclusion:** We value diversity and equal opportunity, actively working to eliminate barriers to participation and create a harmonious, inclusive workplace for all.
- **Fairness & Equal Opportunity:** Our Promotion Policy and Discrimination, Harassment & Bullying Policy ensure fair treatment, equal opportunity, and a workplace free from discrimination, harassment, and bullying.
- **Quality & Continuous Improvement:** Our Quality Management Policy is externally accredited to ISO 9001:2015, driving consistent, innovative service and ongoing improvement across the business.
- **Accountability & Transparency:** Our Whistle-Blower Policy and Grievance Process Policy provide safe, confidential channels for raising concerns, ensuring issues are addressed fairly and without fear of retaliation.

How We Work:

- We regularly review and improve our policies and practices.
- We encourage open communication and feedback.
- We support flexible working and career development.
- We take swift, fair action when standards aren't met.

Our commitment Lucid is committed to building a workplace where everyone can thrive, and where our actions reflect our values. We believe that strong governance is the foundation for trust, performance, and a better future—for our people and our clients.



Lucid Consulting Australia – Social Commitment

At Lucid, our purpose is simple: Creating a Better World. We know this starts with our people and extends to the communities we serve. We're committed to building a workplace where everyone feels valued, respected, and supported—no matter their background.

Diversity, Equity & Inclusion We actively foster a diverse and inclusive environment, recognising and celebrating differences in culture, gender, age, ability, sexual orientation, and more. We work hard to eliminate barriers to participation and ensure equal opportunities for all, regularly reviewing our policies and practices to keep improving.

Employee Wellbeing Our people's wellbeing is a top priority. We offer flexible and agile working arrangements to support work-life balance, and provide access to an Employee Assistance Program for all employees and their families. This ensures confidential support is always available when it's needed most.

Community Engagement Lucid is deeply engaged with the wider community. Through our Reconciliation Action Plan (RAP) and Gender Equity Action Plan (GEAP), we're building stronger relationships with Aboriginal and Torres Strait Islander peoples and advancing gender equity. We're also proud to support veteran employment, helping those who've served transition into rewarding careers.

Human Rights & Modern Slavery We're committed to upholding human rights and fair treatment for all. Lucid stands firmly against modern slavery and takes active steps to ensure our business and supply chains are free from exploitation.

How We Deliver

- We encourage open feedback and continuous improvement.
- We partner with community organisations to drive positive change.
- We provide ongoing training and support to promote tolerance and equity.

Our Commitment Lucid is dedicated to making a real difference for our people, our clients, and our community. Creating a Better World isn't just our purpose; it's how we work, every day.